

Army and Navy Club  
Washington, D. C.  
24 September 1954

General Mark W. Clark, President  
The Citadel  
Charleston, South Carolina

Dear Mark:

Recently back from Europe and have your letter of 15 September. Mr. Hadley has received a similar letter from Mr. Hoover.

Mr. Hadley and I have carefully considered these letters and have, after consultation among ourselves and with our principals, come to the conclusion that we can better serve you and your group by acting as advisors to rather than members of your Board of Directors.

Our report is now in process of preparation and will be presented early next month. It has been agreed that you, personally, may see and study the report. If our report meets your requirements in regard to the operational side of the Agency's covert activities and thus obviates the necessity of your Task Force going into sensitive operations (as opposed to organization and administration), then Mr. Hadley and I will be pleased to act as advisors to your Board. We would, in this capacity, plan to spend the same amount of time with you -- if necessary -- as if we were actually Board members.

If this is satisfactory to you and Mr. Hoover please consider us at your service.

With kindest personal regards and every good wish, I am

As ever,

J. H. Doolittle

CC Mr. Adams  
Mr. Dulles ✓  
Mr. Hadley